

DIRECTORS AND SENIOR MANAGEMENT

SUMMARY OF DIRECTORS AND SENIOR MANAGEMENT

Our Board consists of eight Directors, comprising four executive Directors, one non-executive Director and three independent non-executive Directors. Our Board is responsible for and has general powers for management and conduct of our Group’s business. Our senior management consists of our chief financial officer, who is responsible for overseeing the accounting and finance function of our Group. The following table sets forth certain information in respect of our Directors and senior management:

Name	Age	Position	Date of appointment as Director/senior management	Date of joining our Group	Principal responsibilities	Relationship with other Director(s) and/or senior management
Directors						
Mr. Fong Chun Kit (方俊傑)	44	Chairman of our Board, chief executive officer and executive Director	25 February 2025	20 August 2020	Responsible for overall corporate development, formulation and implementation of business plans and strategies, and overseeing the growth and development of the business operations of our Group	Spouse of Ms. Yip
Mr. Wong Chun Hung Hanson, M.H. (黃俊雄)	52	Executive Director	25 February 2025	20 August 2020	Responsible for overall project management, formulating overall business strategies, and supervising the business operations of our Group	Spouse of Ms. Lam
Ms. Yip Nga Man (葉雅雯)	42	Executive Director	25 February 2025	7 June 2021	Responsible for the day-to-day management of our business, corporate governance and administration of the business operations of the Group	Spouse of Mr. Fong
Mr. Ip Yik Nam, J.P. (葉亦楠)	46	Executive Director	25 February 2025	14 April 2022	Responsible for formulating business strategies and providing guidance on the development of policies of our Group	Nil

DIRECTORS AND SENIOR MANAGEMENT

Name	Age	Position	Date of appointment as Director/senior management	Date of joining our Group	Principal responsibilities	Relationship with other Director(s) and/or senior management
Ms. Lam Wing Yu (林永瑜)	51	Non-executive Director	25 February 2025	20 August 2020	Responsible for providing guidance on the overall corporate governance, strategic planning and business development of our Group	Spouse of Mr. Wong
Mr. Yau How Boa, <i>G.B.S., M.H., J.P.</i> (邱浩波)	74	Independent non-executive Director	[•]	[•]	Responsible for giving independent advice to our Board	Nil
Mr. Au Ka Wang, <i>S.B.S., I.D.S.M., J.P.</i> (區嘉宏)	59	Independent non-executive Director	[•]	[•]	Responsible for giving independent advice to our Board	Nil
Ms. Leung Yuen Shan Maisy (梁婉珊)	55	Independent non-executive Director	[•]	[•]	Responsible for giving independent advice to our Board	Nil
Senior management						
Ms. Chan Ngar Man Carmen (陳雅文)	37	Chief financial officer	15 May 2025	30 August 2021	Responsible for overseeing the accounting and finance function of our Group	Nil
Mr. Liu Shing Bun Ricky (廖勝斌)	63	Project director	1 June 2026	1 June 2026	Responsible for overseeing the day-to-day operation of the Group's projects and staff training	Nil
Mr. Cheung Wing Ho (張永豪)	63	Technical director	1 June 2026	1 June 2026	Responsible for overseeing the installation, maintenance and technical support of the Group's security systems	Nil

DIRECTORS AND SENIOR MANAGEMENT

DIRECTORS

Executive Directors

Mr. Fong Chun Kit (方俊傑), aged 44, was appointed as our Director on 25 February 2025 and designated as our executive Director, chairman of the Board and the chief executive officer of our Company on 15 May 2025. Mr. Fong is one of the founders of our Group and one of our Controlling Shareholders. He is responsible for overall corporate development, formulation and implementation of business plans and strategies, and overseeing the growth and development of the business operations of our Group. Mr. Fong is also a director of each of Arrano Group, Arrano Security, Arrano Technology and Arrano Cleaning.

Mr. Fong has over 15 years of management experience across various industries. The table below sets out Mr. Fong’s working experience:

Name of company/entity	Position	Period of service	Responsibilities
TTT Limited	Director	January 2019 till present	Overseeing the operation of the company’s marine sand trading business ⁽¹⁾
Globalpass Traceability Warehouse (M) Sdn Bhd	Director	July 2018 till present	Overseeing the operation of the company’s supply chain and warehouse management business from Malaysia to the PRC
Great Hint Limited	Director	April 2015 till present	Overseeing the operation of the company’s construction, renovation and maintenance business
Globalpass International Holdings Limited	Director	From December 2010 to June 2011	Overseeing the operation of the company’s food trading business from Malaysia to the PRC

Note:

- (1) TTT Limited has ceased to carry on marine sand trading business since October 2019. As at the Latest Practicable Date, TTT Limited has no business operation.

Mr. Fong was awarded a certificate of long service award by the Social Welfare Department in December 2020 in appreciation of his contribution of 10 years of volunteer service to the community and was awarded a certificate of commendation by the Secretary for Home Affairs in November 2018 in appreciation of his service in community development and his contribution in youth development in Yau Tsim Mong District.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Fong graduated from Maccray High School in Clara City, Minnesota, the United States of America in 2000.

Mr. Fong currently holds the following major appointments:

Name of board, committee and council	Position	Period
Sham Shui Po District Fire Safety Committee of the Home Affairs Department	Member	From 1 April 2026 to 31 March 2028
Advisory Committee of the Immigration Department Youth Leaders Corps	Assistant commissioner	From 1 July 2024 to 30 June 2027
Office of the Commissioner of The Hong Kong Road Safety Patrol	Officer	Since April 2023
Guangdong-Hong Kong-Macao Greater Bay Area Youth Society	Honourary president	Since March 2018
Incorporated management committee of Tai Po Old Market Public School	Member	From 1 September 2022 to 31 August 2026
Resources Capital Football Club	Honourary president	Since April 2023

Mr. Fong was also the honourary president of Hoi Wang Community Service Association from October 2012 to May 2014 and from October 2017 to October 2020, a member of the Yau Tsim Mong East Area Committee of the Home Affairs Department from 1 April 2014 to 31 March 2020, and a member of the Yau Tsim Mong District Youth Programme Committee from 1 April 2015 to 31 March 2021.

Mr. Fong was a director of the following company prior to its dissolution:

Name of company	Place of incorporation	Principal business activity prior to dissolution	Date of dissolution	Means of dissolution	Reasons for dissolution
YUK SHING MACHINERY LIMITED	Hong Kong	No business operation	30 September 2022	Deregistration	No business operation

Mr. Fong confirmed that such company was solvent at the time of its dissolution, and as at the Latest Practicable Date, no claim had been made against him and he was not aware of any threatened or potential claims made against him and there were no outstanding claims and/or liabilities as a result of the dissolution of such company.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Fong is the spouse of Ms. Yip, our executive Director.

Mr. Wong Chun Hung Hanson (黃俊雄), *M.H.*, aged 52, was appointed as our Director on 25 February 2025 and designated as our executive Director on 15 May 2025. Mr. Wong joined our Group as the general manager of Arrano Group on 20 August 2020. Mr. Wong is responsible for overall project management, formulating overall business strategies, and supervising the business operations of our Group.

Mr. Wong has over 21 years of experience in the finance industry. He was a licensed representative in carrying out Type 2 (dealing in futures contracts) regulated activity from April 2003 to November 2013, Type 5 (advising on futures contracts) regulated activity from April 2003 to March 2004, and Type 9 (asset management) regulated activity from April 2003 to March 2004 under the SFO. Mr. Wong completed his secondary school education at Munsang College in Hong Kong in July 1990. Mr. Wong has been awarded the Medal of Honour on 1 July 2026.

Mr. Wong previously served as a sales manager at CSC Securities (HK) Limited from May 2001 to February 2010, as the chief operation officer in the commodities department at New Trend Futures Limited from March 2010 to December 2011, as a futures broker in the commodities department at Stockwell Commodities Limited from December 2011 to September 2013, and as a director of SFG Management Limited from May 2012 to March 2015. From March 2015 to December 2021, Mr. Wong was a director of Seazen Resources Capital Group Limited, a subsidiary of Seazen Group Limited whose shares are listed on the Stock Exchange (stock code: 1030), responsible for overseeing the overall business management of the company and its subsidiaries. Mr. Wong has also been a director of New Fei Optical (Hong Kong) Limited since October 2013, a director of The Football Association of Hong Kong, China Limited (formerly known as The Hong Kong Football Association Limited) since July 2021 and a director of Hong Kong Gold Exchange Limited since 20 December 2024.

Mr. Wong was a director of Well Smart from March 2010 to March 2013, which is an investment holding company holding interests in various private companies. For further details of the companies, please refer to the paragraph headed “Relationship with our Controlling Shareholders – Excluded business” in this document.

Mr. Wong was a non-executive director of Asia Grocery Distribution Limited (stock code: 8413), the shares of which are listed on GEM of the Stock Exchange, from September 2016 to February 2024, and a non-executive director of Global Mastermind Holdings Limited from June 2023 to November 2024, a company previously listed on GEM of the Stock Exchange until 16 March 2026 (stock code: 8063). He has also been a non-executive director and chairman of the board of Link Holdings Limited (stock code: 8237), the shares of which are listed on GEM of the Stock Exchange, since May 2023.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Wong currently holds the following major appointments:

Name of board, committee and council	Position	Period
Sham Shui Po District Council	District council member	From 1 January 2024 to 31 December 2027
Sham Shui Po Central and South Area Committee of the Home Affairs Department	Member	From 1 April 2026 to 31 March 2028
The Third Guangzhou Conghua District Committee of the Chinese People’s Political Consultative Conference	Committee member	From October 2021 to October 2026
Resources Capital Football Club	Chairman	Since April 2016
Sham Shui Po Kai Fong Welfare Advancement Association	Executive vice president	Since January 2015
The Hong Kong Road Safety Patrol Hong Kong & Islands Region	Regional office commander	Since April 2023
The Hong Kong Road Safety Association	Vice-chairman	From 1 January 2026 to 31 December 2026
AHQ Executive Committee of the Scout Association of Hong Kong	Elected member	From 2026 to 2027
Kowloon City District Kindergarten Heads Association	Honourary chairman	From October 2024 to October 2026

DIRECTORS AND SENIOR MANAGEMENT

Mr. Wong was a director of the following companies prior to their respective dissolution:

Name of company	Place of incorporation	Principal business activity prior to cessation of business	Date of dissolution	Means of dissolution	Reasons for dissolution
ADVANCE FUTURES TRADING COMPANY LIMITED	Hong Kong	No business operation	3 September 2010	Deregistration	No business operation
BRIGHT CROWN INDUSTRIAL LIMITED	Hong Kong	No business operation	29 May 2009	Deregistration	No business operation
BRIGHT TRADE INTERNATIONAL LIMITED	Hong Kong	No business operation	17 September 2004	Deregistration	No business operation
Evergrand Futures Limited	Hong Kong	No business operation	13 November 2009	Deregistration	No business operation
Global Success Health Limited	Hong Kong	No business operation	12 January 2024	Strike off	No business operation
SINOPAWN FUTURE CO., LIMITED	Hong Kong	No business operation	2 October 2015	Deregistration	No business operation

Mr. Wong confirmed that (i) such companies were solvent at the time of their respective dissolution; and (ii) Global Success Health Limited had no business operations at the relevant time and did not raise any objection to the notice issued by the Registrar of Companies and published in the Gazette on 1 September 2023 in relation to the proposed strike-off of its name from the Companies Register. As a result, Global Success Health Limited was subsequently struck off in January 2024. As at the Latest Practicable Date, no claim had been made against him and he was not aware of any threatened or potential claims made against him and there were no outstanding claims and/or liabilities as a result of the dissolution of such companies.

Mr. Wong is the spouse of Ms. Lam, our non-executive Director.

Ms. Yip Nga Man (葉雅雯), aged 42, was appointed as our Director on 25 February 2025 and designated as our executive Director on 15 May 2025. She joined our Group as the general manager of Arrano Group in June 2021, and has been the chief operating officer of Arrano Group since January 2024. She is mainly responsible for the day-to-day management of our business, corporate governance and administration of the business operations of the Group.

DIRECTORS AND SENIOR MANAGEMENT

Ms. Yip has over 13 years of management experience across various industries. The table below sets out Ms. Yip’s previous working experience:

Name of company/entity	Position	Period of service	Responsibilities
Arrano Plant & Vehicle Services Limited	Director	October 2022 till present	Overall development and overseeing the business operation of the company
Perfect Nations Limited	Director	March 2021 till present	Overall development and overseeing the business operation of the company
Globalpass International Holdings Limited	Director	June 2011 till present	Overall development and overseeing the business operation of the company
L99 Wai Ming Engineering Limited	Project consultant	March 2020 till present	Providing consultancy services in the facility and vehicle workshop industry
TTT Limited	Assistant project manager	From December 2018 to February 2020	Providing project coordination services for sand mining in Malaysia
Globalpass Traceability Warehouse (M) Sdn Bhd	Supply chain manager	From May 2017 to December 2018	Providing cross-boundary supply chain solutions from Malaysia to the PRC and Hong Kong

Ms. Yip obtained an associate of arts degree in applied Japanese studies from City University of Hong Kong in October 2006 and a postgraduate diploma in business management (leadership and innovation) from Edinburgh Napier University through distance learning in March 2025.

Ms. Yip is the spouse of Mr. Fong, our executive Director, chairman of the Board and the chief executive officer of our Company.

Mr. Ip Yik Nam (葉亦楠), *J.P.*, aged 46, was appointed as our Director on 25 February 2025 and designated as our executive Director on 15 May 2025. Mr. Ip joined our Group in April 2022 as a non-executive director of Arrano Group. He is responsible for formulating business strategies and providing guidance on the development of policies of our Group.

Mr. Ip has over 20 years of management experience through assuming various management roles in companies in the United States and Hong Kong. Mr. Ip was an executive director of Able Engineering Holdings Limited (stock code: 1627), the shares of which are listed on Main Board of the Stock Exchange, from September 2016 to April 2022. He was also the chief executive officer of Able Engineering Holdings Limited from September 2016 to February 2020,

DIRECTORS AND SENIOR MANAGEMENT

the director of Able Engineering Company Limited from April 2016 to August 2021, and the director of Able Contracting Limited and Able Maintenance Company Limited from July 2016 to August 2021.

Mr. Ip has been an executive director of Seven Elements Investment Holdings Limited (stock code: 1660), the shares of which are listed on Main Board of the Stock Exchange, since June 2026. He has also been an independent non-executive director of Thelloy Development Group Limited (stock code: 1546), the shares of which are listed on Main Board of the Stock Exchange, since April 2026.

Mr. Ip graduated from Hong Kong Baptist University with a bachelor of business administration degree in human resources management in December 2002. He then obtained a master of business administration degree from Long Island University of the United States in May 2004 and further obtained a bachelor of laws degree from University of London through distance learning in August 2011.

Mr. Ip has been appointed as the Justice of the Peace under section 3(1)(b) of the Justices of the Peace Ordinance (Chapter 510 of the Laws of Hong Kong) since 1 July 2021.

Mr. Ip currently holds the following major appointments:

Name of board, committee and council	Position	Period
Central & Western District Council	District council member	From 1 January 2024 to 31 December 2027
Fight Crime Committee	Member	From 15 July 2025 to 14 July 2027
Security and Guarding Services Industry Authority of the Security Bureau	Member	From 1 June 2026 to 31 May 2028
Action Committee Against Narcotics of the Narcotics Division, Security Bureau	Member	From 1 January 2025 to 31 December 2026
Central and Western District Fire Safety Committee of the Home Affairs Department	Member	From 1 April 2026 to 31 March 2028
Correctional Services Department Complaints Appeal Board	Non-official member	From 1 July 2026 to 30 June 2028

DIRECTORS AND SENIOR MANAGEMENT

Mr. Ip was a director of the following company prior to its dissolution:

Name of company	Place of incorporation	Principal business activity prior to cessation of business	Date of dissolution	Means of dissolution	Reasons for dissolution
METTLE CONCEPT (HK) LIMITED	Hong Kong	No business operation	10 February 2017	Strike off	No business operation

Mr. Ip confirmed that such company was solvent at the time of its dissolution and had no business operations at the relevant time and did not raise any objection to the notice issued by the Registrar of Companies and published in the Gazette on 7 October 2016 in relation to the proposed strike-off of its name from the Companies Register. As a result, METTLE CONCEPT (HK) LIMITED was subsequently struck off in February 2017.

As at the Latest Practicable Date, no claim had been made against him and he was not aware of any threatened or potential claims made against him and there were no outstanding claims and/or liabilities as a result of the dissolution of such company.

Non-executive Director

Ms. Lam Wing Yu (林永瑜), aged 51, was appointed as our Director on 25 February 2025 and designated as our non-executive Director on 15 May 2025. Ms. Lam is one of the founders of our Group and one of our Controlling Shareholders. She is responsible for providing guidance on the overall corporate governance, strategic planning and business development of our Group. Ms. Lam is also a director of each of Arrano Group, Arrano Security, Arrano Technology and Arrano Cleaning.

Ms. Lam has been a director of Well Smart since March 2013, which is an investment holding company holding interests in various private companies. For further details of the companies, please refer to the paragraph headed “Relationship with our Controlling Shareholders – Excluded business” in this document.

Ms. Lam completed form five education in The Hong Kong S.Y.C. & I.A. Chan Nam Chong Memorial College in July 1992 and an ordinary commercial diploma course in Chinese Young Men’s Christian Association Hong Kong in May 1993.

Ms. Lam is the spouse of Mr. Wong, our executive Director.

DIRECTORS AND SENIOR MANAGEMENT

Independent non-executive Directors

Mr. Yau How Boa (邱浩波), *G.B.S., M.H., J.P.*, aged 74, was appointed as our independent non-executive Director on [•] 2026. He is primarily responsible for providing independent advice to our Board.

Mr. Yau has more than 40 years of management experience, in particular, in the social service field. He has been serving as the chief executive of International Social Service Hong Kong Branch since February 1986. Since April 2023, he has been an independent non-executive director of China Boton Group Company Limited, a company whose shares are listed on the Stock Exchange (stock code: 3318). From October 1978 to January 1986, he was employed by Hong Kong Christian Service, mainly responsible for supervising the regional divisions of the organisation in providing social service.

Mr. Yau was awarded the Gold Bauhinia Star Award in July 2021, Silver Bauhinia Star Award in July 2013, Bronze Bauhinia Star Award in July 2006 and Medal of Honour in July 2001, and was appointed as Justice of the Peace in June 1997.

He was presented the Distinguished Alumni Award by Hong Kong Baptist University in June 2024 and was conferred the Honorary University Fellowship of Hong Kong Baptist University in September 2008.

Over the years, Mr. Yau was devoted to public services, and served on various committees and boards in the past, including the Liquor Licensing Board, Central Policy Unit, Elderly Commission, Betting and Lotteries Commission, Town Planning Board, Legal Aid Services Council, Council on Human Reproductive Technology, Post-Release Supervision Board, Energy Advisory Committee, Social Welfare Advisory Committee. He was also a District Councillor of Wanchai District from 2004 to 2011.

Mr. Yau obtained a master’s degree in social work from California State University, Sacramento, in the United States in June 1978. He also obtained a bachelor’s degree in law from Peking University in July 1997 and a master’s degree in law from City University of Hong Kong in November 2003.

Mr. Yau was a director of the following company prior to its dissolution:

Name of company	Place of incorporation	Principal business activity prior to dissolution	Date of dissolution	Means of dissolution	Reasons for dissolution
BIG FORTUNE CONSULTANTS LIMITED	Hong Kong	No business operation	12 April 2024	Deregistration	No business operation

Mr. Yau confirmed that such company was solvent at the time of its dissolution, and as at the Latest Practicable Date, no claim had been made against him and he was not aware of any threatened or potential claims made against him and there were no outstanding claims and/or liabilities as a result of the dissolution of such company.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Au Ka Wang (區嘉宏), *S.B.S., I.D.S.M., J.P.*, aged 59, was appointed as our independent non-executive Director on [•] 2026. He is primarily responsible for providing independent advice to our Board.

Mr. Au joined the Immigration Department in 1988. He was appointed Director of Immigration in January 2021 and retired in July 2024. He was awarded the Hong Kong Immigration Service Medal for Distinguished Service in 2020 and the Silver Bauhinia Star in 2023, and was appointed as Justice of the Peace in July 2024.

Mr. Au was awarded a higher diploma in marketing by Lingnan College Hong Kong in November 1988 and a diploma in personnel management by the Hong Kong Polytechnic in November 1993. He also obtained the Professional Diploma Programme in Disciplinary Forces Administration – Human Resources from the School of Continuing Studies of The Chinese University of Hong Kong through distance education in June 2005.

Ms. Leung Yuen Shan Maisy (梁婉珊), aged 55, was appointed as our independent non-executive Director on [•] 2026. She is primarily responsible for providing independent advice to our Board.

Ms. Leung has over 18 years of experience in accounting and finance and substantial experience in managerial roles. From January 1998 to April 2009, she worked at Deloitte Touche Tohmatsu with extensive experience in auditing, corporate finance and corporate reorganisation. From April 2009 to May 2011, she was the vice president of finance of Asia Television Limited. From June 2011 to February 2012, she was the general manager of Gold Typhoon Entertainment Limited responsible for the strategic development of the company. From January 2017 to August 2021, Ms. Leung was the independent non-executive director of Able Engineering Holdings Limited, a company whose shares are listed on the Stock Exchange (stock code: 1627).

Ms. Leung obtained a bachelor of business administration degree from Simon Fraser University, Canada in May 1995 and a master of business administration degree in international management from University of London in the United Kingdom in November 1997.

Ms. Leung was a director of the following company prior to its dissolution:

Name of company	Place of incorporation	Principal business activity prior to dissolution	Date of dissolution	Means of dissolution	Reasons for dissolution
VAST SEA INNOTECH INTERNATIONAL LIMITED	Hong Kong	No business operation	13 February 2026	Deregistration	No business operation

Ms. Leung confirmed that such company was solvent at the time of its dissolution, and as at the Latest Practicable Date, no claim had been made against her and she was not aware of any threatened or potential claims made against her and there were no outstanding claims and/or liabilities as a result of the dissolution of such company.

DIRECTORS AND SENIOR MANAGEMENT

CONFIRMATIONS FROM OUR DIRECTORS

Save as disclosed in this document, each of our Directors confirms with respect to him/her that: (a) he/she did not hold other positions in our Company or other members of our Group as at the Latest Practicable Date; (b) he/she did not have any relationship with any other Directors, senior management, substantial shareholder or Controlling Shareholder of our Company as at the Latest Practicable Date; (c) he/she does not have any interests in our Shares within the meaning of Part XV of the SFO, save as disclosed in the paragraph headed “Statutory and General Information – C. Further information about our Directors and substantial shareholders – 1. Disclosure of interests” in Appendix IV to this document; (d) he/she does not have any interest in any business which competes or is likely to compete, directly or indirectly, with us, which is discloseable under GEM Listing Rules; and (e) to the best of the knowledge, information and belief of our Directors having made all reasonable enquiries, there was no additional information relating to our Directors or senior management that is required to be disclosed pursuant to Rule 17.50(2) of the GEM Listing Rules and no other matter with respect to their appointments that needs to be brought to the attention of our Shareholders as at the Latest Practicable Date.

Each of our Directors confirmed that he/she (i) has obtained legal advice referred to under Rule 5.02D of the GEM Listing Rules in March or April 2025; and (ii) understood his/her obligations as a director of a listed issuer under the GEM Listing Rules.

Each of the independent non-executive Directors has confirmed (i) his/her independence as regards each of the factors referred to in Rules 5.09(1) to (8) of the GEM Listing Rules, (ii) he/she has no past or present financial or other interest in the business of the Company or its subsidiaries or any connection with any core connected person of the Company under the GEM Listing Rules as at the Latest Practicable Date, and (iii) that there are no other factors that may affect his/her independence at the time of his/her appointments.

SENIOR MANAGEMENT

Ms. Chan Ngar Man Carmen (陳雅文), aged 37, was appointed as the chief financial officer of our Company on 15 May 2025. She is primarily responsible for overseeing the accounting and finance function of our Group.

Ms. Chan joined our Group in August 2021 as a finance manager of Arrano Group, and has been the financial controller of Arrano Group since January 2024. She was responsible for supervising finance team members on the day-to-day financial operations and reviewing the financials, budget and forecast.

Ms. Chan has more than 13 years of experience in accounting and finance. From July 2016 to September 2021, she was a financial analyst of Seazen Resources Capital Group Limited and its affiliates. Seazen Resources Capital Group Limited is a subsidiary of Seazen Group Limited, a company whose shares are listed on the Stock Exchange (stock code: 1030). From November 2014 to June 2016, she worked at Hysan Development Company Limited as an accountant. From January 2014 to November 2014, she worked at BDO Limited as Associate 2 responsible for auditing. From January 2012 to January 2014, she worked at HLB Hodgson Impey Cheng Limited, responsible for auditing, with her last position being Accountant II.

DIRECTORS AND SENIOR MANAGEMENT

Ms. Chan obtained a degree of Bachelor of Commerce (Accounting) from The University of Sydney in Australia in June 2012. She was admitted to full membership of CPA Australia in February 2016. From June 2019 to September 2021, she was licensed to carry out type 1 (dealing in securities), type 4 (advising on securities) and type 9 (asset management) regulated activities under the SFO.

Mr. Liu Shing Bun Ricky (廖勝斌), aged 63, was appointed as the project director of our Group on 1 June 2026. He is primarily responsible for overseeing the day-to-day operation of the Group’s projects and staff training.

Mr. Liu has over 30 years of experience in public safety including strategic and security management. He served in the Hong Kong Police Force from December 1985 to June 2018. His last position was Senior Superintendent of Police. He was awarded the Hong Kong Police Long Service Medal – 3rd Clasp in 2019 in recognition of his long and distinguished service. From September 2020 to February 2021, he served as the Head of the Training and Quality Assurance Department of The Kowloon Motor Bus Co. (1933) Ltd. He also served as a part-time senior lecturer at Hong Kong Chu Hai College from September 2025 to May 2026.

Since February 2019, he has also served as a director of CSWCSS All-round Education Foundation Limited, a charitable institution recognised under section 88 of the Inland Revenue Ordinance. Since June 2021, he has been an appointed Specialist of the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ). He obtained a Bachelor of Science (Honours) in Police Studies from the University of Portsmouth by distance learning in 1998 and a Master of Public Administration from The University of Hong Kong in 2002.

Mr. Cheung Wing Ho (張永豪), aged 63, was appointed as the technical director of our Group on 1 June 2026. He is primarily responsible for overseeing the installation, maintenance and technical support of the Group’s security systems.

Mr. Cheung has over 20 years’ experience in power engineering. He was a director of Kam Ho Electrical & Works Company Limited from 2005 to 2018, a company principally engaged in electrical works. He has also served as a fire system and electrical consultant of Ming Kee Company since 2010 and as a consultant for Arrano Security from June 2025 to May 2026.

Mr. Cheung has served on various government and industry advisory committees in Hong Kong. He was a member of the Electrical Safety Advisory Committee, an advisory body on electrical safety matters under the Electrical and Mechanical Services Department, from 2018 to 2024. He is currently a member of the Committee on Repair, Maintenance, Alteration and Addition of the Construction Industry Council, and the Chairman of The Federation of Hong Kong Electrical & Mechanical Industries Trade Unions.

He obtained a Bachelor of Engineering with Honours in Electrical And Electronics Engineering from University of Sunderland by distance learning in 2009, a Master of Engineering Management from University of Technology Sydney by distance learning in 2015, and a Master of Science in Safety, Occupational Health and Environmental Management from Open University of Hong Kong in 2020.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Cheung was a director of the following companies prior to their respective dissolution:

Name of company	Place of incorporation	Principal business activity prior to dissolution	Date of dissolution	Means of dissolution	Reasons for dissolution
TIME RICH CONSTRUCTION ENGINEERING LIMITED	Hong Kong	No business operation	3 December 2004	Deregistration	No business operation
KAM HO ELECTRICAL & WORKS COMPANY LIMITED	Hong Kong	No business operation	3 August 2018	Deregistration	No business operation

Mr. Cheung confirmed that such companies were solvent at the time of their respective dissolution, and as at the Latest Practicable Date, no claim had been made against him and he was not aware of any threatened or potential claims made against him and there were no outstanding claims and/or liabilities as a result of the dissolution of such companies.

Save as disclosed above, each of the senior management of our Group had not held any directorship in the last three years in other public companies the securities of which are listed on any securities market in Hong Kong or overseas.

COMPANY SECRETARY

Mr. Yuen Sing Wai Lester (袁陸瑋) (“Mr. Yuen”), aged 38, was appointed as the company secretary of our company on [•] 2026. He has over 10 years of experience in the fields of legal, accounting, and compliance.

Mr. Yuen obtained a Bachelor of Commerce and a Bachelor of Laws from The University of New South Wales in August 2012. Mr. Yuen is a fellow member of Hong Kong Institute of Certified Public Accountants. He previously held senior and managerial positions at two major accounting firms and at the regional compliance office of a dual-listed European multinational healthcare company, where he gained experience in audit, accounting and corporate governance matters. From 1 February 2024 to 1 May 2025, he served as an independent non-executive Director of Century Entertainment International Holdings Limited (stock code: 959), a company whose shares are listed on Main Board of the Stock Exchange. Mr. Yuen has also been a company secretary and/or authorised representative of several companies whose shares are listed on Main Board or GEM of the Stock Exchange. He has been the company secretary of Comtec Solar Systems Group Limited (stock code: 712) since 23 August 2023, the company secretary and authorised representative of Natural Food International Holding Limited (stock code: 1837), Guoen Holdings Limited (stock code: 8121), FEG Holdings Corporation Limited (stock code 1413) and Xinhua News Media Holdings Limited (stock code: 309) since 30 October 2023, 30 May 2025, 11 July 2025 and 31 March 2026, respectively.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Yuen was a director of the following companies prior to their respective dissolution:

Name of company	Place of incorporation	Principal business activity prior to dissolution	Date of dissolution	Means of dissolution	Reasons for dissolution
Green Energy Developments Limited	Hong Kong	No business operation	13 June 2025	Deregistration	No business operation
Twenty-two Investments Limited	Hong Kong	No business operation	13 June 2025	Deregistration	No business operation

Mr. Yuen confirmed that such companies were solvent at the time of their respective dissolution, and as at the Latest Practicable Date, no claim had been made against him and he was not aware of any threatened or potential claims made against him and there were no outstanding claims and/or liabilities as a result of the dissolution of such companies.

BOARD COMMITTEES

Audit committee

We established an audit committee with written terms of reference in compliance with Rules 5.28 to 5.33 of the GEM Listing Rules and paragraph D.3.3 and D.3.7 of the Corporate Governance Code pursuant to a resolution of our Directors passed on [•] 2026. The primary duties of our Audit Committee are, among other things, to make recommendations to our Board on the appointment, reappointment and removal of external auditors, review the financial statements and provide material advice in respect of financial reporting, oversee our financial reporting process, internal control, risk management systems and audit process, and perform other duties and responsibilities assigned by our Board.

At present, our Audit Committee comprises Ms. Leung Yuen Shan Maisy, Mr. Yau How Boa and Mr. Au Ka Wang, all being independent non-executive Directors. The chairman of our Audit Committee is Ms. Leung Yuen Shan Maisy, who holds the appropriate professional qualification as required under Rules 5.05(2) and 5.28 of the GEM Listing Rules.

Remuneration committee

We established a remuneration committee with written terms of reference in compliance with Rules 5.34 to 5.36 of the GEM Listing Rules and paragraph E.1.2 of the Corporate Governance Code pursuant to a resolution of our Directors passed on [•]. The primary duties of our Remuneration Committee are to review and approve the management’s remuneration proposals, make recommendations to our Board on the remuneration package of our Directors and senior management and ensure none of our Directors determines his own remuneration.

DIRECTORS AND SENIOR MANAGEMENT

At present, our Remuneration Committee comprises Mr. Au Ka Wang (our independent non-executive Director), Mr. Fong Chun Kit (our executive Director and chairman of the Board), Mr. Wong Chun Hung Hanson (our executive Director), Mr. Yau How Boa (our independent non-executive Director) and Ms. Leung Yuen Shan Maisy (our independent non-executive Director). Mr. Au Ka Wang is the chairman of our Remuneration Committee.

Nomination committee

We established a nomination committee with written terms of reference in compliance with Rule 5.36A of the GEM Listing Rules and paragraph B.3.1 of the Corporate Governance Code pursuant to a resolution of our Directors passed on 29 March 2019. The primary duties of our Nomination Committee are to review the structure, size and composition of our Board, and select or make recommendations on the selection of individuals nominated for directorships.

At present, our Nomination Committee comprises Mr. Fong Chun Kit (our executive Director and chairman of the Board), Mr. Wong Chun Hung Hanson (our executive Director), Mr. Yau How Boa (our independent non-executive Director), Mr. Au Ka Wang (our independent non-executive Director) and Ms. Leung Yuen Shan Maisy (our independent non-executive Director). Mr. Fong Chun Kit is the chairman of our Nomination Committee.

BOARD DIVERSITY POLICY

Our Company [has adopted] a board diversity policy which sets out the approach of which our Board could achieve a higher level of diversity. It is the duty of our Nomination Committee to review our board diversity policy, as appropriate, and review the measurable objectives that our Board has set for implementing our board diversity policy for nomination of Directors. When considering the nomination of a director, our Nomination Committee would consider the benefits of all aspects of diversity including the gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service, and any other factors that our Board may consider relevant and applicable from time to time. We place emphasis on ensuring a balanced composition of skills and experience at our Board level in order to provide a range of perspectives, insights and challenge that enable our Board to discharge its duties and responsibilities effectively and support good decision making in view of the core businesses and strategy of our Group.

Our Board comprises eight members, including four executive Directors, one non-executive Director and three independent non-executive Directors. Our Directors have a balanced mix of knowledge, skills and experiences, including experiences in the provision of security-related services, overall business management, finance and accounting.

We have taken and will continue to take steps to promote gender diversity at all levels of our Company, including without limitation at our Board and senior management levels. We currently have three female Directors out of a total of eight Board members, we consider that the composition of our Board satisfies our board diversity policy.

Our Nomination Committee is responsible for ensuring the diversity of our Board members. After [REDACTED], our Nomination Committee will review our board diversity policy from time to time to ensure its continued effectiveness. Our Nomination Committee will make disclosure of

DIRECTORS AND SENIOR MANAGEMENT

its review results and our board diversity policy or a summary of it in our corporate governance report on an annual basis.

COMPLIANCE ADVISER

We have appointed Innovax Capital Limited as our compliance adviser pursuant to Rule 6A.19 of the GEM Listing Rules for the term commencing on the [REDACTED] and ending on the date on which we distribute our annual report in respect of our financial results for the first full financial year commencing after the [REDACTED].

Pursuant to Rule 6A.23 of the GEM Listing Rules, we shall seek advice from our compliance adviser on a timely basis in the following circumstances:

- before the publication of any regulatory announcement, circular or financial report;
- where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues and share repurchases;
- where we propose to use the [REDACTED] of the [REDACTED] in a manner different from that detailed in this document or where our business activities, developments or results deviate to a material extent from any forecast, estimate, or other information in this document; and
- where the Stock Exchange makes an inquiry of us regarding unusual movements in the price or trading volume of the Shares.

COMPLIANCE WITH CORPORATE GOVERNANCE CODE

Our Directors recognise the importance of incorporating elements of good corporate governance in the management structures and internal control procedures of our Group so as to achieve effective accountability.

Our Company is committed to the view that the Board should include a balanced composition of executive Directors, non-executive Director and independent non-executive Directors so that there is a strong independent element on the Board, which can effectively exercise independent judgment.

Except for the deviation from provision C.2.1 of the Corporate Governance Code, our Company’s corporate governance practices have complied with the Corporate Governance Code. Provision C.2.1 of the Corporate Governance Code stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. Mr. Fong is the chief executive officer of our Group and the chairman of our Board. The Board believes that vesting the roles of both the chairman and the chief executive officer in the same person has the benefit of ensuring consistent leadership to advance long-term strategy, and allowing more effective planning, management and implementation of overall strategy of the Group. Accordingly, our Company has not segregated the roles of our chief executive officer and chairman as required by paragraph C.2.1 of the Corporate Governance Code.

DIRECTORS AND SENIOR MANAGEMENT

REMUNERATION POLICY

Our Directors and senior management receive compensation in the form of salaries, benefits in kind and discretionary bonuses related to our performance. We also reimburse them for expenses which are necessary and reasonably incurred in relation to all business and affairs carried out by us from time to time or for providing services to us or executing their functions in relation to our business and operations. We regularly review and determine the remuneration and compensation package of our Directors and senior management, by reference to, among other things, market level of salaries paid by comparable companies, the respective responsibilities of our Directors and our performance.

After the [REDACTED], our Directors and senior management may also receive options to be granted under the Share Option Scheme.

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

During the years ended 31 December 2024 and 31 December 2025 and the three months ended 31 March 2026, the aggregate emoluments paid and benefits in kind granted by us to our Directors were approximately HK\$2.4 million, HK\$4.4 million and HK\$0.7 million, respectively.

For the years ended 31 December 2024 and 31 December 2025 and the three months ended 31 March 2026, the aggregate remuneration including basic salaries, allowances, other benefits and contributions to retirement benefit schemes, paid to the five highest paid individuals (including our Directors) by our Group was approximately HK\$3.9 million, HK\$6.0 million and HK\$1.0 million, respectively.

Save as disclosed in this document, no other emoluments have been paid, or are payable, by us to our Directors and the five highest paid individuals during the Track Record Period.

Under the arrangements currently in force, we estimate that the aggregate remuneration payable to, and benefits in kind receivable by, our Directors (excluding discretionary bonus) for the year ending 31 December 2026 will be approximately HK\$1.3 million. Following the [REDACTED], our Remuneration Committee will make recommendations on the remuneration of our Directors taking into account the performance of our Directors and market standards and the remuneration will be subject to approval by our Shareholders. Accordingly, the historical remuneration to our Directors during the Track Record Period may not reflect the future levels of remuneration of our Directors.

During the Track Record Period, no remuneration was paid by us to, or received by, our Directors or the five highest paid individuals as an inducement to join or upon joining us or as compensation for loss of office. There was no arrangement under which any of our Directors waived or agreed to waive any remuneration during the Track Record Period.

For additional information on our Directors’ remuneration during the Track Record Period as well as information on the five highest paid individuals, please refer to the Accountants’ Report in Appendix I to this document.

SHARE OPTION SCHEME

Our Company [has conditionally adopted] the Share Option Scheme. Further information on the Share Option Scheme is set forth in the paragraph headed “Statutory and General Information – D. Share Option Scheme” in Appendix IV to this document.